



## Indiana University Health Community Impact Investment Initiative

### ***GENERAL INFORMATION***

Indiana University Health (“IU Health”), through the IU Health Foundation, is excited to announce the next round of applications for Community Impact Investment (“CII”) projects. CII funds support mission-based projects and programs that are designed to address the social determinants of health that have the potential to negatively impact the communities IU Health serves. Funding opportunities are available for projects that seek to build and sustain partnerships between IU Health and a diverse group of collaborators to address community challenges. We are transitioning to a two-step process for the applications, as defined in more detail below. At this time we are soliciting Letters of Intent from parties that anticipate seeking CII funds for projects that meet the vision of IU Health and the purpose of CII. Upon review of the LOIs submitted, select parties will be invited to submit a full application in order to be eligible to receive CII funds.

### ***CII PURPOSE AND BACKGROUND***

As IU Health continues work toward its vision of making Indiana one of the healthiest states in the nation, we recognize that we must look beyond the walls of our hospitals and medical offices and address those social, economic, and environmental conditions that contribute to poor health outcomes, shortened lives, and higher health care costs. Research and scientific evidence show that people’s health is determined to a far greater degree by their physical and social environments than by the medical care they receive from physicians and hospitals. Factors such as housing, education, employment, and access to clean air and water, healthy food availability and consumption, and use of tobacco or misuse of drugs, are significant drivers of what makes a community healthy.

We recognized that we cannot do this alone - it is imperative that we engage other community partners who share this same vision to join us in this effort. Through collaborative work that supports and fosters healthy choices and living IU Health, in conjunction with its community partners, has the opportunity to positively impact the social, economic, and environmental factors that impact the health of those we serve. In December, 2018, the IU Health Board authorized IU Health to dedicate a \$100,000,000 board designated fund (“CII Fund”) to financially support these efforts. Each year a select amount of the CII Fund will be used to support initiatives that address these social determinants of health that have the potential to negatively impact the communities IU Health serves.

### ***GUIDELINES AND CONSIDERATIONS***

For 2020, the CII Fund will focus on projects that meet either (i) place based strategies that seek to improve living conditions and housing choices, or (ii) workforce development strategies that seek to increase the employability of the local community with the intent of changing the economic trajectory of low-income and/or less-educated workers and their families (the “Strategic Areas”). Recognizing the importance of the healthy living pillar to our system healthcare goals, the CII review team will identify opportunities for projects may touch upon or impact one or more of our healthy living strategies, such as reducing smoking, infant mortality and obesity rates, or improving access to behavioral health services, which includes substance use disorders. More information on each of the pillars and strategies can be found in the CII Charter.

### ***Place-Based Strategies and Funding Focus Areas***

While not historically a focus of the healthcare sector, we recognize that one's physical environment is a critical component to addressing social determinants of health. From affordable and safe housing, childcare availability, transportation options, diverse economic opportunities and more, place-based investment strategies seek to bridge the needs within a community's living environment. The ability of community residents, patients, and employees to access local restaurants, stores, childcare, schools, and recreational opportunities, is essential to such a strategy. More and more health systems are exploring the availability of quality housing choices, from subsidized and affordable housing to greater workforce housing options, as a means to address local socio-economic challenges in their communities. Improving access to local services such as healthy food options, parks and trails, and convenient transportation or walkable environments make for attractive, dynamic, and healthy neighborhoods. Each of these strategies supports making the neighborhoods surrounding IU Health institutions more attractive to our employees, our patients and their families, as well as commercial/retail investment, thereby benefiting the larger community as a whole. The by-product of such investments has been shown to interrupt the concentration of poverty in low-resource neighborhoods, provide those with low-income enhanced educational and workforce opportunities, and can lead to improved health.

CII Funding opportunities will target place-based proposals providing for impact in the following area(s):

- Alleviating Concentrated Poverty – housing, food resources, healthy food access, childcare access
- Improving Healthy Living Neighborhoods –parks & trails, public safety, roads and transportation, arts and cultural activities

Project initiatives & programming suggestions may feature the following impacts:

- Increase the diversity of housing choices to make surrounding neighborhoods safer and more attractive.
- Create opportunities for IU Health employees to live closer to work.
- Increase availability of childcare options.
- Create better access to trails and critical connections (embracing diversity and culture) that tie destinations together to give people a reason to walk, or bike or otherwise be ambulatory.
- Encourage a more active lifestyle by creating new ways for residents, employees, and visitors to access fitness.
- Encourage healthy eating habits by increasing access to healthy food choices and eliminating food deserts.
- Increase access to the arts and cultural amenities to encourage a greater sense of place for local communities.

### ***Workforce Development Strategies and Funding Focus Areas***

Many employers across Indiana are facing acute talent shortages and are struggling to fill skilled technical, trade, and clinical positions. Moreover, an alarming number of young people reportedly enter the job market ill-prepared to fill the needs of Indiana employers. By hiring locally to the greatest extent possible, our health system can satisfy their workforce needs and provide stable employment opportunities for residents, especially those in low-income urban or rural neighborhoods. Successful workforce development programs increase employability and can change the economic trajectory of low-income or less-educated workers and their families. This improved earning power also contributes to increased consumer purchasing power.

CII Funding opportunities will target proposals that provide for an impact in the following area(s):

- Workforce Development – health science/tech certification, skills training, workforce educational resources in local schools, retraining of displaced workers, programs that support adult education and training (transportation, childcare, etc.)
- Career Track & Leadership Succession – career pathways, workforce pipeline

Priority will be given to initiatives & programming that feature the following expected outcomes:

- Increase the number of adult learners in underrepresented communities eligible for healthcare related and other employment opportunities.

- Develop employment/career tracks for underrepresented communities.
- Increase the number of high school students eligible for entry-level jobs that ultimately lead to meaningful career opportunities.

### ***Partnership Alignment and Financial Support***

We recognize that to truly improve the health of Indiana, IU Health cannot take on this challenge alone and must truly collaborate with other entities and be strategic in maximizing community support. Grant applications must have strong support, collaboration and involvement from community partner organizations. Specifically we are looking for projects with partnerships where the following are present:

- The IUH applicant actively engages with community collaborators and supporters and all entities make contributions towards the success of the project.
- There is shared partnership with the IUH applicant and community partner in implementation and execution of the project.
- CII Funds are shared with partners and collaborators.
- Projects that demonstrate collaboration with multiple stakeholders and have strong community support.
- Projects that demonstrate the ability to leverage additional funding sources from public, private and/or philanthropic funding streams.

It is also important that projects have outside sustainability sources in the event the project will continue beyond the grant funding period. In order to encourage and support sustainability efforts, priority will be given to those projects that reflect the involvement of community and/or academic partners and demonstrate financial support from private, public, and/or philanthropic sources. We ask that the IU Health Foundation be included in any discussions regarding external funding opportunities or needs in advance of proposal submission. Please contact Jami Marsh, Executive Director of the IU Health Foundation, at [jmarsh4@iuhealth.org](mailto:jmarsh4@iuhealth.org) for coordination.

### ***Other Considerations***

Projects are limited to the State of Indiana and can cover the entire state, regions or individual communities served by IU Health. Grant funding can be made in support of pilot projects, but in such cases strong consideration will be given to those projects that are replicable and can be adopted in other communities.

Additional consideration will be given to project requests that meet some or all of the following criteria:

- Projects that are innovative and transformative in approach.
- Projects that demonstrate a self-sustaining business model (in other words, the initiative can continue beyond the term of the grant).
- Projects that demonstrate the capability to be replicated in other communities.
- Projects that demonstrate existing momentum and feasibility of implementation.
- There is institutional capacity and structure for the lead project entity to manage the project successfully.
- The community at large will be positively impacted by the project.
- Projects that take into consideration of the findings from [IU Health's Community Needs Assessments \("CHNAs"\)](#)

### ***Ineligible Projects***

The CII Fund will not support the following:

- Requests for support over an indefinite period and lacking independent sustainability.
- Projects inconsistent with IU Health's vision and purpose.
- Projects proposed for communities/regions where IU Health does not have a presence.

- Grants or funds to individuals or entities other than non-profit organizations.
- Requests with no collaboration between IU Health and other community partners.
- Projects that involve a sponsorship or donation.
- Funds to support lobbying or political activities.
- Travel expenses and attendance at conferences or other educational events.

### ***FUNDING AND AWARD LIMITS***

The IU Health Foundation’s status as a “supporting organization” to IU Health limits its granting abilities to only IU Health and to public charity hospitals in Indiana that are “operated, supervised, or controlled” by or in connection with IU Health. Accordingly, the IU Health Foundation may only award grants to an IU Health applicant or to public charity hospitals in Indiana that are “operated, supervised, or controlled” by or in connection with IU Health. The IU Health applicant can then sub-award funds to community partners, upon terms agreed to by IU Health Foundation.

Maximum funding award amount: Cannot exceed \$2,000,000/yr.

Maximum grant term: Term of one to three years, not to exceed three years.

A panel of select IU Health and IU Health Foundation team members will be responsible for evaluating the grant requests. It should be understood that there is a limited amount of funding available each year for CII projects, and not all will receive funding. During the review process applicants may be asked to reduce their budgets if needed in order to fulfill the recommendations of the CII review team. For grants covering multiple years, annual continuation of the grant award will depend on the availability of funds, recipient progress in meeting project goals and objectives, timely submission of the required data and reports, and compliance with all grant agreement terms and conditions. Failure to comply with the grant agreement terms and conditions may result in suspension or termination of the award.

Please note the following non-negotiable policies for recipients of funds:

- The effective date of the grant agreement is the date on which IU Health Foundation fully executes the grant agreement and shall serve as the start date of the project. No expenses may be accrued against the project until the grant agreement is fully executed.
- Any unspent funds over \$1.00 must be returned to the IU Health Foundation.
- Grantees will be required to submit progress and financial reports as directed in the grant agreement, and one final report that will include, among other things, an accounting of expenditures and a description of project achievements. Additional reports may be requested.
- Any sub-award of funds must involve execution of a sub-grant agreement on a form approved by the IU Health Foundation.

### ***APPLICATION TIMELINE AND AWARD PROCESS***

Interested applicants must submit a Letter of Intent (“LOI”) by April 15, 2020, summarizing the project, partner opportunities, funding and budget needs, and expected outcomes and impacts (as described in more detail below). At the LOI stage, it is not necessary to have 100% certainty on every detail of the project, but projects should articulate expected activities and results. LOIs should be limited to no more than three (3) pages in length. In order to support prospective LOI respondents, there will be regional workshops offered for potential applicants and community partners to help answer questions regarding the application process and funding requirements. The

workshops will be held as follows:

- West Central Region: March 16 from 2-3:30p at Arnett AG410
- East Central Region: March 17 from 2-3:30p at Ball Outpatient Medical Pavilion Conference Room 1
- Indianapolis Suburban Region: March 18 from 2-3:30p at IUH North Learning Center Rooms A & B
- AAHC: March 19 from 9:30a-11a at Methodist DG422B
- SCR: March 23 from 4:30-6p at Wegmiller Auditorium (601 W. 2nd St, Bloomington)

Participants will be asked to RSVP in order to approximate headcount. Please RSVP your location choice and number of attendees at [communityimpact@iuhealth.org](mailto:communityimpact@iuhealth.org).

The CII review panel will review the LOIs and make a determination as to which projects will receive an invitation to apply. Invitations to apply will be presented on or before May 15, 2020; those not receiving an invitation will also receive notification. If invited to apply, applicants should expand upon the concept proposed in the LOI and address in detail the questions identified below. Applications will be due on or before July 1, 2020. After submission, applicants may be requested to present their proposal and answer questions to the CII review panel. The CII review panel will convene to make determinations as to which projects are recommended for funding, subject to the approval of both the IU Health and IU Health Foundation Board of Directors. Funding decisions will be made no later than December 31, 2020, and funds will be made available to awarded applicants by the first quarter of 2021.

All LOIs and applications for the CII funding opportunity must be submitted via email to: [communityimpact@iuhealth.org](mailto:communityimpact@iuhealth.org) by dates indicated below. Submissions should be provided in one .pdf that includes all attachments.

Below is the expected timeline for the granting process:

Grant Request for Information Issued	March 2, 2020
Regional Workshops	March 16 - March 23, 2020
Letter of Intent Due	April 15, 2020 by 11:59 p.m. EST
Invitation to Apply Issued	May 15, 2020
Applications Due	July 1, 2020 by 11:59 p.m. EST
Applicant Presentations	Week of August 3, 2020
Notification of Awards	By December 31, 2020

Extensions to the submission deadline will not be granted, with the rare exception made for severe extenuating circumstances at the sole discretion of IU Health and the IU Health Foundation.

NOTE: All costs incurred in the preparation and presentation of the request for funding shall be wholly absorbed by the applicant(s). Any material submitted by the applicant(s) that is to be considered confidential must be clearly marked as such. Submission of an application does NOT guarantee funding.

Click [HERE](#) for frequently asked questions (FAQs). Please submit all other questions to [communityimpact@iuhealth.org](mailto:communityimpact@iuhealth.org).

## *LOI/APPLICATION QUESTIONS*

### *LOI*

The LOI should include your full name and position at IU Health, as well as contact information and, in summary form, respond to the following questions:

Please provide an executive summary of your project. Be sure to highlight the following elements: location, specific activities, target population, the connection to the CII defined strategic area (i.e place-based and/or workforce development) and the healthy living component link.

Describe at a high level the proposed project, including the health need(s) to be addressed, the population(s) to be served, and a description of key activities. Also include how input from the population the application seeks to serve was gathered, if applicable.

Describe at a high level how your proposed project meets the need(s) of the community and also aligns with any or all of the Strategic Areas. Highlight the involvement of community partners and their expected role in the project and briefly summarize why these partners are qualified to assist in accomplishing the project goals/objectives.

Provide a summary of anticipated outcomes of the proposed project, including any anticipated health/well-being outcomes.

Please provide a summary budget of anticipated funding request and major expenses. Describe any additional funds you are leveraging or attempting to leverage as part of this proposed project.

Identify any barriers that might prevent you from achieving your desired outcomes. Summarize your plans to overcome or mitigate those barriers.

Provide a listing of grants over \$100,000 that you as the primary grant applicant or your community partner may have received over the last five (5) years.

Describe your capability to manage all aspects of the project to ensure adequate measures for internal control of grant dollars.

### *Application*

If invited to apply, the following information will be requested to be submitted:

Expand upon the information provided in the LOI. Be sure to highlight the following elements: location, specific activities, and the connection to any or all of IU Health's defined strategic areas (i.e place-based or workforce development) and the healthy living component supported.

Describe your proposed project in detail, including the health need(s) to be addressed, the population(s) to be served, and a description of key activities. In particular, discuss how your proposed project meets the need(s) of the community, supports the local community health needs assessment and/or aligns with any or all of the Strategic Areas. Highlight community engagement initiatives. Provide any relevant research or data to support the project.

Building upon your response to the LOI, and discuss your current and/or anticipated community partners on this project. Please describe the roles, responsibilities and capacities of the community partners with whom you plan to collaborate; identifying why these partners are qualified to assist in accomplishing the project goals/objectives.

Provide in detail anticipated outcomes of your proposed work, as well as how each will be sustained beyond the proposed grant period. Define measures of success and describe how you will evaluate your progress towards those

measures throughout the proposed grant period.

Provide budgetary information using the provided [budget template](#). Please pay careful attention to the descriptions for each budget line item and provide a narrative describing each budget item and how it was calculated. Use of CII Funds for indirect costs is discouraged.

Describe in detail any additional funds you are leveraging or attempting to leverage as part of this proposed project. In addition, provide details into the sustainability plan for managing financial and programmatic continuation of the project (as applicable) once the three year funding term has ended.

Building upon your response to the LOI, assuming you receive the financial resources necessary for the proposed scope of work, describe in detail what barriers might prevent you from achieving your desired outcomes. What are your plans to overcome or mitigate those barriers?